Strategic Leadership and Facilities Management

Creating a Campus of Distinction

Philip M. Jones, Col (R), P. E.
Associate Vice Chancellor for Facilities
The University of North Carolina at Charlotte

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Strategic Leadership and Facilities Management

- About UNC Charlotte
- Influencing Actions
  - ✓ Strategic Planning
  - ✓ Communicating
- Operating Actions
  - ✓ Allocating Resources
  - ✓ Managing Customer Relationships
- Improving Actions
  - ✓ Assessing
  - ✓ Developing
  - ✓ Learning
- Inside and Outside the Matrix

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About UNC Charlotte

- 19,100 Students (Fall 2003) to 30,000 students (Fall 2010)
- Third largest university in 16 campus system
- 223 Developed Acres; 913 total acres
- Buildings equal 4,988,995 gross square feet
- Research-Intensive moving toward Research-Extensive
- 9 Doctoral Programs moving toward 12 Doctoral Programs
- Typical Freshman Class - 3,582 enrolled and 84.3% 17-19 year olds
- Regional focus; National recognition

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About UNC Charlotte
"Physical Plant"

Existing	
Academic Buildings	15
Student Service Buildings	17
Residence Halls	39
Parking Decks	6
Surface Lots	29 (53 acres)
Athletic Fields	42.5 acres

In Design/Construction	
Academic Buildings	6
Student Service Buildings	2
Residence Halls	1
Parking Decks	2
Surface Lots	1
Regional Utility Plants	2
Chancellor's Residence	1
Alumni Center	1
Health Center	1

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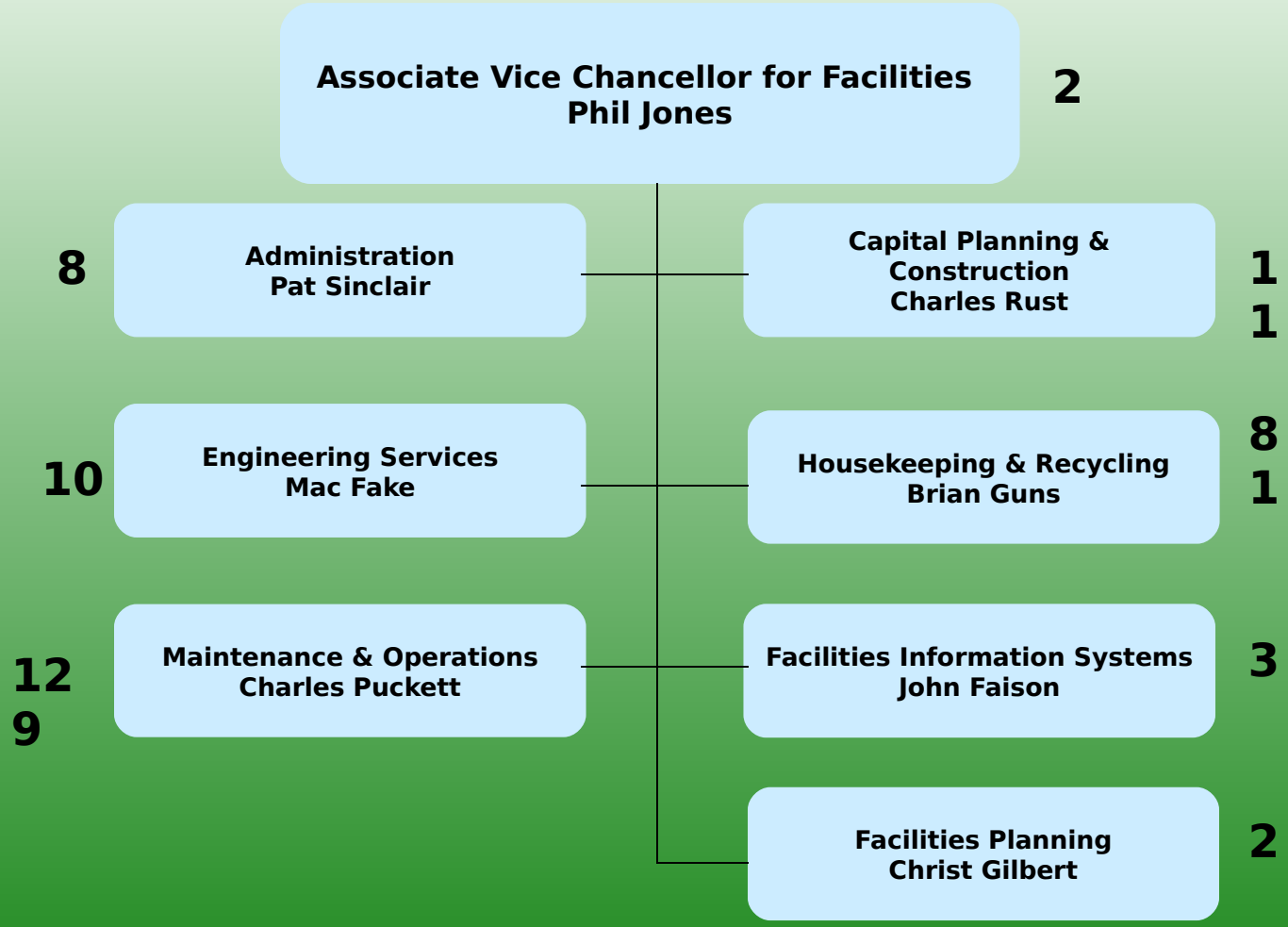
About UNC Charlotte "Physical Plant"

- Central Steam Plant
- Regional Utility Plants
- High Voltage Distribution System
- Local Gas Company Supplies Natural Gas
- City/County Handles Waste Water
- Solid Waste is Contracted
- Local Water Company Supplies Potable Water
- City Fire Department Provides Fire Protection
- In-house Maintenance and Housekeeping Operation

Organizational Structure



Maintenance & Operations:

Shop 11-Electrical (20)

Shop 12-HVAC/Plumbing (33)

Shop14-General Services(26)

Shop 15-Grounds(37)

Shop 16-Automotive(3)

Shop 18-Preventive

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Influencing Actions

- Strategic Planning

"If you have an important point to make, don't try to be subtle or clever. Use a pile-driver. Hit the point once. Then come back and hit it a second time – a tremendous whack." Sir Winston Churchill

- Internal Communication

"Leadership is understanding people and involving them to help you do a job." Admiral Arleigh A. Burke

- The Master Plan

"Never, never, never stop planning." Phil Jones

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Our Strategic Plan

Mission
- Vision
- Values
  - Stakeholders
- Key Business Drivers
  - Goals
- Strategies
  - Objectives
- Action Plans
  - Scorecards & Reviews

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Mission Statement

The Mission of Facilities Management is to

plan, build, operate and maintain

the Campus of

The University of North Carolina at Charlotte

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Vision Statement

A Leader of Excellence in Facilities Management

A proficient, responsive and adaptable Team of teams

Providing high quality services and facilities

Creating a Campus of Distinction

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"When we asked students what influenced them most [in selecting a college]... it was the buildings, the trees, the walkways, and the well-kept lawns that overwhelmingly won out. The appearance of the campus is, by far, the most influential characteristic during campus visits..."

Boyer (1987)

College: The Undergraduate Experience in America

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Values

- Respect for Others
- Honesty
- Dependability (integrity)

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Key Business Drivers

- Teamwork
  - Internal and External
- Customer Service
  - Quality products and services
  - Delivered on time and under budget
  - In the right quantity
  - Communicated in a consistent way
- Continuous Improvement
  - Streamline processes
  - Exploit Technology
  - Optimize resources

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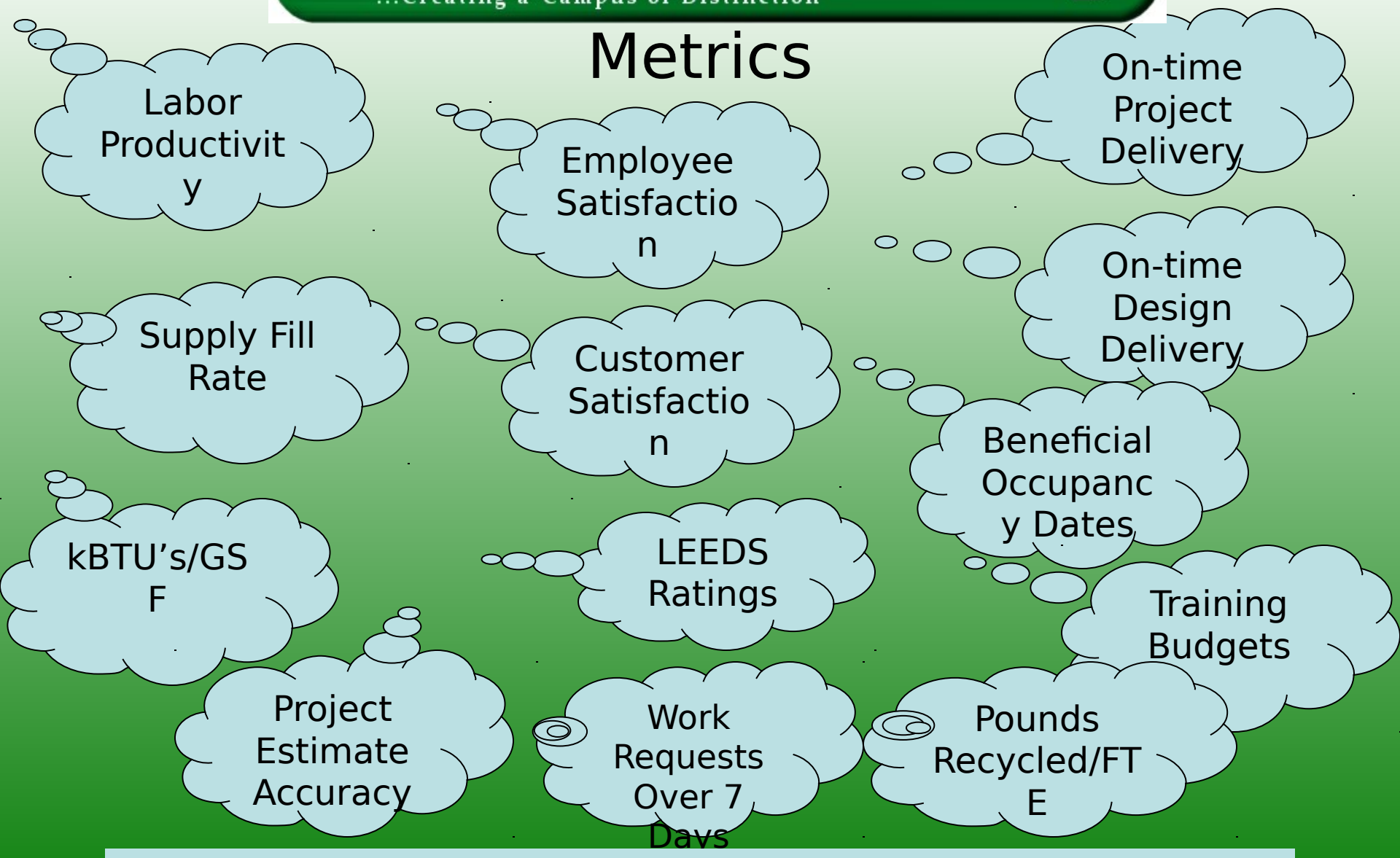
Metrics



"Not everything that can be counted counts and not everything that counts can be counted." Albert Einstein

Facilities Management

Strategic Plan Review

October 17, 2003

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Score Card

Goal # 1: **Improve Operation & Maintenance of the University's Campus**

Strategy 1.4: **Improve Work Request Process**

Objectives 1.4.1: **STO-Reduce average number of work requests over 14 days old by 10% from baseline by 2003.**

LTO-Reduce average number of work requests over 14 days old by 20% from baseline by 2007.

Status

Amber

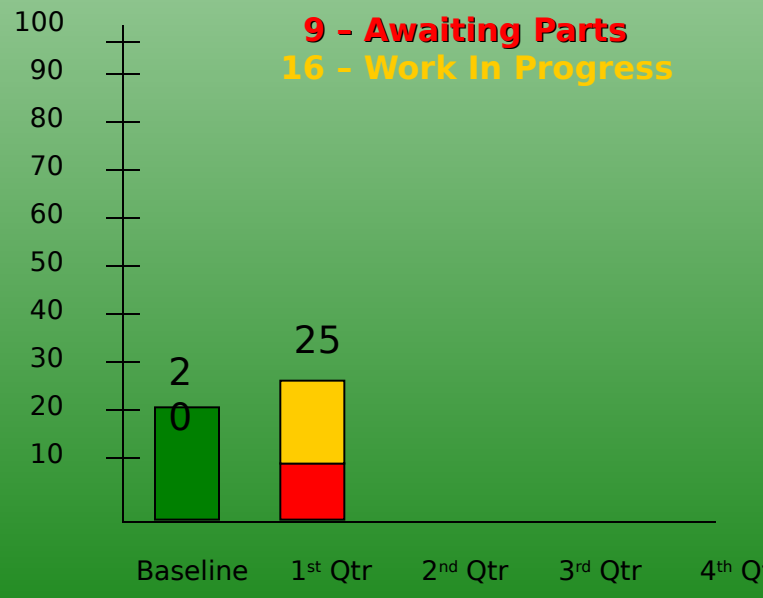
Actions Since Last Review (7/18/03):

- Work Request Process is on track.
- Baseline is 20 work requests. Of the 25 work requests with priority codes other than 4 (end of next week) and 5 (scheduled events), nine of them are awaiting parts. The other 16 are work in progress.

Actions Planned Next 90 Days:

- Supervisors to continue to review and schedule work requests over 14 days old. Supervisors continue to review open work order report weekly with Maintenance and Operations Director.
- Supervisors to complete work as scheduled by guidelines and priority unless awaiting parts.
- No more than 3 work requests in each shop out of schedule.
- Supervisors to provide training to employees on priority and guidelines.

Work Requests 14 days old or older



Lead: Maintenance and

Facilities Management
Strategic Plan Review
October 17, 2003

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Score Card

Goal # 2: **Adapt existing facilities to meet new requirements.**

Strategy 2.3: **Improve Renovation Design & Construction Process**

Objectives 2.3.1: **STO-Meet 80% of committed design delivery date by end of fiscal year 2002.**

LTO-Meet 90% of committed design delivery date by end of fiscal year 2004.

Status

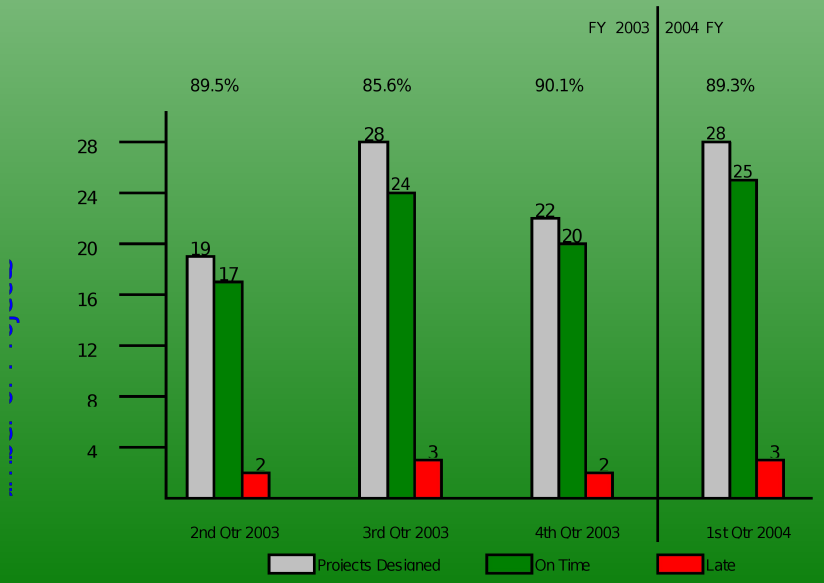
Actions Since Last Review (07/18/03) :

- **Continue design status weekly review meetings.**
- **Track delivery & commitment dates on uniform report.**
- **Improve design delivery report-Web page report.**
- **Actions designed on time percentage: 82.6%**

Actions Planned Next 90 Days:

- **Initiate Time Line Project tracking (Microsoft Project)**
- **Improve communication: more automation less face to face.**
- **More direct communication with our clients on schedules.**

Renovation Projects Designed On-Time



Lead: Engineering

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Internal Communications

"Everything I need to know I learned in EOBC"

- Employee Survey
  - 5 Areas of Weakness
    - Teamwork
    - Managers Listening and Acting
    - Tools and Equipment
    - Training
    - Promotions
  - Process Improvement Teams
    - Actions Plans

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Internal Communications

- Quarterly “All Employees” Meetings >> Awards Program
- Quarterly Newsletter
- New Employees Orientation
- “Idea” Boxes
- Open Door Policy
- Communications Training
- Leadership and Teamwork Training
- Quarterly Supervisors Meeting
- Quarterly

Campus Master Plan
The University of North Carolina at Charlotte
The Next Step

Home
Letter From the Chancellor
Executive Summary
Introduction
Analysis
Program
The 2000 Plan
Conclusion
Design Team
1995 Master Plan

Current Planning Concepts

http://facilities.uncc.edu/master/

Plus: Near Term Planning

Infrastructure Planning

Facilities Management Home Page
The University of North Carolina at Charlotte - Facilities Management
9201 University City Blvd • Charlotte, NC 28223-0001
(704) 687-2137
Design and technical support are provided by:
Facilities Management Webmaster

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Operating Actions

- Allocating Resources

  "Opportunities multiply as they are seized". Sun Tzu

- Managing Customer Relationships

  "You can't build a reputation on what you are going to do." Henry Ford

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Operating Actions

"Life is what's happening while you are planning." John Lennon

- Allocating Resources
  - Facilities Assessment
  - Integrated Project Priority Lists
  - Project Priority Meetings
  - Other People's Money (OPM)

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Operating Actions

- Managing Customer Relationships
  - Monthly Customer Meetings
  - Building Liaison Program
  - Quarterly Training Briefs and Readiness Reviews
  - Timely Feedback on Problems and
  - Customer Satisfaction Metrics
  - Project Review Meetings

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Nuts & Bolts Questions

- **Craft Shops vs. Zone Shops?**
- **Maintenance Mechanic vs. Journeyman?**
- **Regional Plants vs. Central Plants?**

Renovation Projects:

- **In-house vs. Contract? Job Order Contracting?**

Housekeeping:

- **Team Cleaning vs. Area Cleaning?**

Capital:

- **Cradle to Grave Project Manager vs. Design/Construction?**
- **Outsourcing Supply**

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Improving Actions

"It is never too late to be what you might have been." George Elliott

- Training Program
- Mentoring the Leadership
- A Learning Organization
  - The After Action Review

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Inside the Matrix

"One is never fortunate or as unfortunate as one imagines."

Francois de La Rochefoucauld

- Beware the Garrison Manager
- All politics are local
- Grow some feathers

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Outside the Matrix

"I always wanted to be somebody, then I realized I should have been more specific." Lily Tomlin

- "Army been very, very good to me."
- The grass is not necessarily greener

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